

COMMUNITY-BASED COLLABORATIVES AND PARTNERSHIPS

➤ *Partnerships*

- Elkhorn Mountains Conservation Initiative (BLM, FS, Montana FWP, Elk Foundation)
- Shenandoah Civil War Battlefields Interpretive Plan (NPS, SV Battlefields Foundation)

➤ *Community-Based Collaboratives*

- Northeastern Nevada Stewardship Group (Elko) (BLM, FS, Nevada DOW, ranching, mining)
- Applegate Partnership (OR/CA) (BLM, FS, environ, timber)
- Nisqually River Council (Puget Sound) (FWS, NPS, DOD, FS, State & local, Tribe)

➤ *Ecosystem or Basin-Scale Collaboratives*

- Glen Canyon Dam Adaptive Management Program
 - BOR, BIA, FWS, NPS, DOE, States, Tribes, environmental, power, recreation
- South Florida Ecosystem Restoration Task Force
 - DOI, DOJ, USDA, EPA, NOAA, DOT, ACE, Tribes, State & local government
- Upper Colorado River Endangered Fish Recovery Program
 - FWS, BOR, NPS, WAPA, States, water, power, environmental

CBC's/Partnerships versus Dispute Resolution

➤ *Similarities*

- Voluntary; face-to-face interactions
- Multi-party; problem-focused
- Use consensus-based, open, win-win type decision making
- Agency representatives provide connection to statutory decision-making and legal sideboards

➤ *Differences in Objectives*

- Less focused on “getting agreement” or “settling the dispute”
- Often about a broader set of objectives, pursuit of shared goals, or building social capital, and/or resolution of a more diffuse type of conflict
- Partnerships often involve shared working arrangements for implementing a program (and hence, are less about decision making) (= co-laboring)

➤ *Differences in Process*

- Rarely use third-party neutrals
- More long term and evolutionary
- Often evolving and fluctuating set of parties and representatives of parties; more likely to be organic involvement rather than designed involvement
- Many are “below the radar screen”

➤ *Implications*

- Role of agency personnel – convener/catalyst, process manager/coordinator, stakeholder
- Significance of agency programs and funding as catalyst
- Importance of long term commitment by agency, and long term staffing to maintain relationships
- Need for/use of small-scale successes and other ways to energize collaboratives
- Partners need to be viewed and managed differently than agency staff or contractors



FORMS OF COLLABORATIVE BEHAVIOR

